

## Message Text

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PAGE 01 STATE 160500

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ORIGIN ARA-20

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TO AMEMBASSY SANTIAGO IMMEDIATE

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E.O. 11652: N/A

TAGS: AORG, AFIN, IACI

SUBJECT: INTER-AMERICAN CHILDREN'S INSTITUTE, DIRECTING  
COUNCIL - SUGGESTIONS FOR PROGRAM EVALUATION

REF: STATE 159121

SUMMARY: THE U.S. REPRESENTATIVE IN THE DIRECT-  
ING COUNCIL IS ASKED TO PROPOSE INDEPENDENT  
EVALUATION OF PROGRAM ACTIVITIES OF THE INSTITUTE.

1. IN REVIEWING THE INSTITUTE'S ACTIVITIES TO PREPARE THE  
REFERENCE INSTRUCTION, THE DEPARTMENT AND OFFICIALS CON-  
SULTED IN HEW CHILDREN'S BUREAU WERE STRUCK BY HEAVY  
DEPENDENCE OF IACI ON REPETITION OF COURSES AND WORKSHOPS.  
THESE ARE BEING CONTINUED AT ABOUT SAME LEVEL FOR SAME OR  
SIMILAR SUBJECTS, WHILE NEW FUNDS ARE BEING REQUESTED FOR  
NEW OR EXPANDED ACTIVITIES SUCH AS TECHNICAL ASSISTANCE.  
IN GENERAL, USG FAVORS ACCOMODATING NEW PROGRAMS BY  
DIMINISHING OR PHASING OUT MARGINAL ACTIVITIES.

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PAGE 02 STATE 160500

2. U.S. REPRESENTATIVE SHOULD THEREFORE SUGGEST THAT

DIRECTING COUNCIL ASK DIRECTOR GENERAL TO SEEK COOPERATION OF OAS GENERAL SECRETARIAT IN CONDUCTING AN OBJECTIVE STUDY EVALUATING IMPACT OF INSTITUTE ACTIVITIES, INCLUDING COST/BENEFIT ANALYSIS, WITH A VIEW TO MAKING RECOMMENDATIONS BASED ON THAT ANALYSIS. USREP SHOULD TAKE PAINS TO POINT OUT THAT SUGGESTION DOES NOT IMPLY THAT PRESENT

ACTIVITIES ARE NOT EFFECTIVE; RATHER, AFTER MANY YEARS OF CARRYING ON SUCH ACTIVITIES MEMBER GOVERNMENTS SHOULD HAVE SOME REASSURANCE, USING BEST TECHNIQUES AVAILABLE, THAT THEY ARE THE MOST EFFECTIVE ACTIVITIES FOR THE MONEY. THE EVALUATION SHOULD, IN OUR OPINION, BE CONDUCTED BY AN INDEPENDENT EXPERT CHOSEN BY DG IACI AND OAS SECRETARIAT IN AGREEMENT, EITHER WITH EXPENSES TO BE FINANCED OUT OF SAVINGS WHICH WILL OCCUR NORMALLY IN EXECUTION OF L973-74 BUDGET, OR THROUGH A LINE ITEM OF AROUND 10,000 DOLS. SPECIFICALLY EARMARKED FOR EVALUATION. THE RESULTS COULD BE REPORTED TO THE L974 DIRECTING COUNCIL WITH RECOMMENDATIONS FOR ADJUSTMENT OF PROGRAMS WITHIN LEVEL WHICH WILL HAVE BEEN APPROVED BY THE OAS GENERAL ASSEMBLY FOR 1975-6 BIENNium.

3. THE PURPOSE OF SUGGESTED EVALUATION WOULD BE TO DETERMINE WHETHER A MODIFIED PROAM COULD HAVE GREATER IMPACT ON IMPROVEMENT OF CHILD WELFARE. TO THIS END, FOLLOWING INTER ALIA WOULD HAVE TO BE STUDIED: ISSUE OF PAN AMERICAN OR HEMISPHERE-WIDE COURSES VERSUS REGIONAL AND NATIONAL COURSES, AND THE QUESTION OF AN ENLARGED PUBLICATIONS PROGRAM FOR DISTRIBUTION FROM MONTEVIDEO VERSUS ISSUANCE OF ILLUSTRATIVE MATERIALS FOR REPRODUCTION AS NEEDED IN EACH COUNTRY. NONE OF INSTITUTE'S DOCUMENTATION KNOWN TO US EVIDENCES SERIOUS CONSIDERATION OF THESE ISSUES IN THE INTEREST OF A BALANCED INSTITUTE PROGRAM, NO MATTER HOW SMALL.

4. THE DEPARTMENT SUGGESTS AS A MINIMUM TEXTUAL FRAMEWORK FOR THE DECISION ON THIS SUBJECT THE FOLLOWING:

"CONSIDERING THAT THE PROGRAM AND BUDGET OF  
THE INSTITUTE RECEIVES ITS FINANCING THROUGH  
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PAGE 03 STATE 160500

THE BUDGET OF THE OAS SECRETARIAT, AND THAT  
THE LATTER AGENCY HAS A STAFF DEVOTED TO  
PROGRAM PLANNING AND EVALUATION; CONSIDERING  
THAT AS THE INSTITUTE SEEKS TO EXPAND ITS AC-  
TIVITIES AND UNDERTAKE NEW TYPES OF ACTIVITIES,  
IT SHOULD OBJECTIVELY VERIFY THE UTILITY OF  
PRESENT ACTIVITIES, SO THAT THOSE OF LEAST  
IMPACT ON THE IMPROVEMENT OF CHILD WELFARE

COULD BE DROPPED, THE DIRECTING COUNCIL REQUESTS THE DIRECTOR GENERAL TO CONSULT WITH THE SECRETARY GENERAL OF THE OAS AND IN PARTICULAR THE EVALUATION AND PLANNING STAFF, TO ARRANGE FOR AN INDEPENDENT EVALUATION TO BE MADE DURING THE CURRENT FISCAL YEAR OF ALL CURRENT ACTIVITIES OF THE INSTITUTE, INCLUDING INsofar AS POSSIBLE A COST/BENEFIT ANALYSIS, AS A BASIS FOR RECOMMENDATIONS TO BE PRESENTED TO THE XV DIRECTING COUNCIL ON PROGRAM MODIFICATIONS THAT WOULD RESULT IN THE GREATEST IMPACT IN ASSISTING THE MEMBER STATES RESOLVE THE PROBLEMS THAT FACE THEM IN THE FIELD OF INTEREST TO THE INSTITUTE."

5. WE HAVE SERIOUS RESERVATIONS ABOUT FEASIBILITY AND USEFULNESS OF PILOT CENTER FOR PREVENTION AND TREATMENT OF JUVENILE DELINQUENCY, WHICH GIVES INSTITUTE AN OPERATIONAL ROLE IN ONE MEMBER COUNTRY. INASMUCH AS THE ENTIRE IACI BUDGET COULD EASILY BE DEVOTED TO THIS PROBLEM IN ANY ONE COUNTRY OR JURISDICTION, IACI INVOLVEMENT IN SUCH A PILOT CENTER SEEMS TO SET A BAD PRECEDENT. USREP SHOULD RAISE QUESTIONS ALONG THESE LINES AND IF NOT SATISFIED WITH JUSTIFICATION PROVIDED, SHOULD PROPOSE ELIMINATION OF PROJECT UNLESS THIS WOULD CAUSE SERIOUS PROBLEMS IN RELATION TO SITE GOVERNMENT. ROGERS

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